

UNHCR Accountability Framework for Age, Gender and Diversity Mainstreaming



**United Nations High Commissioner for Refugees
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UNHCR's Age, Gender and Diversity Mainstreaming Accountability Framework

Introduction

In 2003, UNHCR released the findings of three evaluations on its work in the area of the protection of women, the protection of children and the role of community services. All three evaluations highlighted the need for improved accountability and UNHCR committed itself to taking action in this regard. The subsequent 'Increasing Accountability for Age and Gender Mainstreaming' consultancy report disseminated in 2005 stressed the importance of increased accountability within the organization. The 2005 evaluation of the age and gender mainstreaming pilot project found that while the leadership of multi-functional teams by Representatives was a significant step towards improved accountability, much remained to be done, particularly at Headquarters' level. For the High Commissioner, ensuring transparency and accountability is a cornerstone of the agency's work.

The following accountability framework has been designed to support UNHCR's Age, Gender and Diversity Mainstreaming (AGDM), the overall goals of which are gender equality and respect for the rights of all refugees of all ages and backgrounds. UNHCR's AGDM obligations flow from our international protection mandate and are derived from Executive Committee conclusions and existing policies, as well as our responsibilities as a United Nations Agency. The framework was pilot tested and evaluated in 2006/2007 with 20 country representatives and senior management at headquarters¹.

Purpose of the framework

- Establish minimum standards of office practice to create an enabling organisational and operational environment that is conducive to achieving equitable outcomes and gender equality for all persons of concern, regardless of sex, age and background.
- Support staff, especially managers, in meeting their commitments by laying down clear responsibilities and commitments/activities for the mainstreaming of age, gender and diversity concerns into UNHCR's work. The framework provides clear responsibilities for all staff at different levels through a cascade up and down effect.
- Support multi-functional teams in their role of assisting the Representative through arranging coaching and training for staff in coordination with partners and follow up action to participatory assessment findings and feedback to people of concern.
- Encourage transparency, facilitate organisational learning and improve the impact of work with people of concern.
- Identify global and regional trends over time and note areas where further support, be it financial or technical, is needed.
- Provide clear responsibilities for all accountable persons, particularly Country Representatives, Regional Bureau Directors, Directors of Operational Services, International Protection Services and External Relations, Assistant High Commissioners, the Deputy High Commissioner and the High Commissioner (please refer to the overview on page 4).
- Demonstrate organisational leadership by placing accountability with senior management and to show a commitment to go beyond rhetoric.

Methodology

All named accountable persons are provided a set of actions, as outlined in the following sections of this document which are divided by accountable function. Representatives are required to report by 1 December and other accountable persons by 15 February annually.

¹ A summary of the evaluation and all other documents including this framework and additional guidance are available on UNHCR's intranet site under Operations, Community Development, Gender Equality & Children, Accountability.

Through the framework, Representatives and Senior Managers are asked to review, together with their staff, the extent to which each action has been implemented, as well as indicating annual progress using a simple tick box format. To tick the 'fully' achieved box, it will be necessary to ensure that the relevant mechanisms have been put in place, particularly at country level and provide an example of actions taken. Many managers may already have actions in place and will therefore be able to build on these. Participants are also asked to indicate sources from which the information can be verified such as the Annual Protection Report, Standards and Indicators, etc. There will also be an option for noting personal reflections and sharing good practice. It is not expected that all actions will be fully met at first. This is a long term tool that seeks to identify trends and areas for improvement. It should be noted that:

- All actions are taken from existing commitments, principally ExCom Conclusions and the Global Strategic Objectives, and will refer to existing, readily available tools.
- Actions are simple, measurable, transparent and clear in terms of what is required. Process requirements have been listed where different steps may be needed to complete the action. Actions are sufficiently specific to ensure that the fully/partially/not at all format is valid. A bottom-up approach is used, with all actions stemming from the need to support operations to fulfil their actions.
- The framework measures achievement. Some participants may be unable to achieve the result, despite significant personal effort. They will have the opportunity to highlight this in the constraints section. There is also a section which allows participants to state actions taken that have led to the overall goal but which are different from the stated actions.
- Forms are to be completed online on the Intranet. Software will be used to analyse annual inputs and explore compliance rates. Submissions by individuals will be protected through a password system on the Intranet. Submissions will be available on the Intranet only, although the manager can share his or her submission available to external partners. This document should be shared and discussed with all staff. The Intranet version, which only accountable persons will receive, is different in appearance, but the content is the same.

The framework is not in itself a full reporting mechanism. The purpose is not to report on *how* offices have complied. Detailed impact of commitments/activities should be obtained and verified using already established in-house reporting mechanisms, such as Results Based Management, MSRP, Annual Protection Reports, Country Reports, Standards and Indicators Reports and the Annual Global Report. Follow up is also integrated within the framework, with each accountable person reporting on progress to their senior manager. It is expected that follow-up on statements made by accountable persons will be made during senior management, IGO, Evaluation, Desk, Audit and other missions as well as external evaluations, Donor missions, NGOs and persons of concern with Internet access etc.

Outcomes

There are a number of important results or outcomes to be gained from this process. These include:

- Annual collection and analysis of statistics and regional and global trends.
- Concise, priority checklist for Representatives and senior managers to see what they should be doing to comply with global strategic objectives and ExCom Conclusions.
- Information to share with staff/partners/donors/refugees etc. to support evaluation and understanding of strengths and limitations.
- Analysis to a) address gaps and b) learn from good practice.
- Advocacy tool for lobbying donors to address gaps in provision/resourcing etc.
- Improvement of UNHCR's accountability image, particularly with the introduction of greater transparency.

Limitations

- This is not a tool for financial accountability. This should be done through results based management and taking into account the UNHCR Financial Empowerment and Accountability framework.

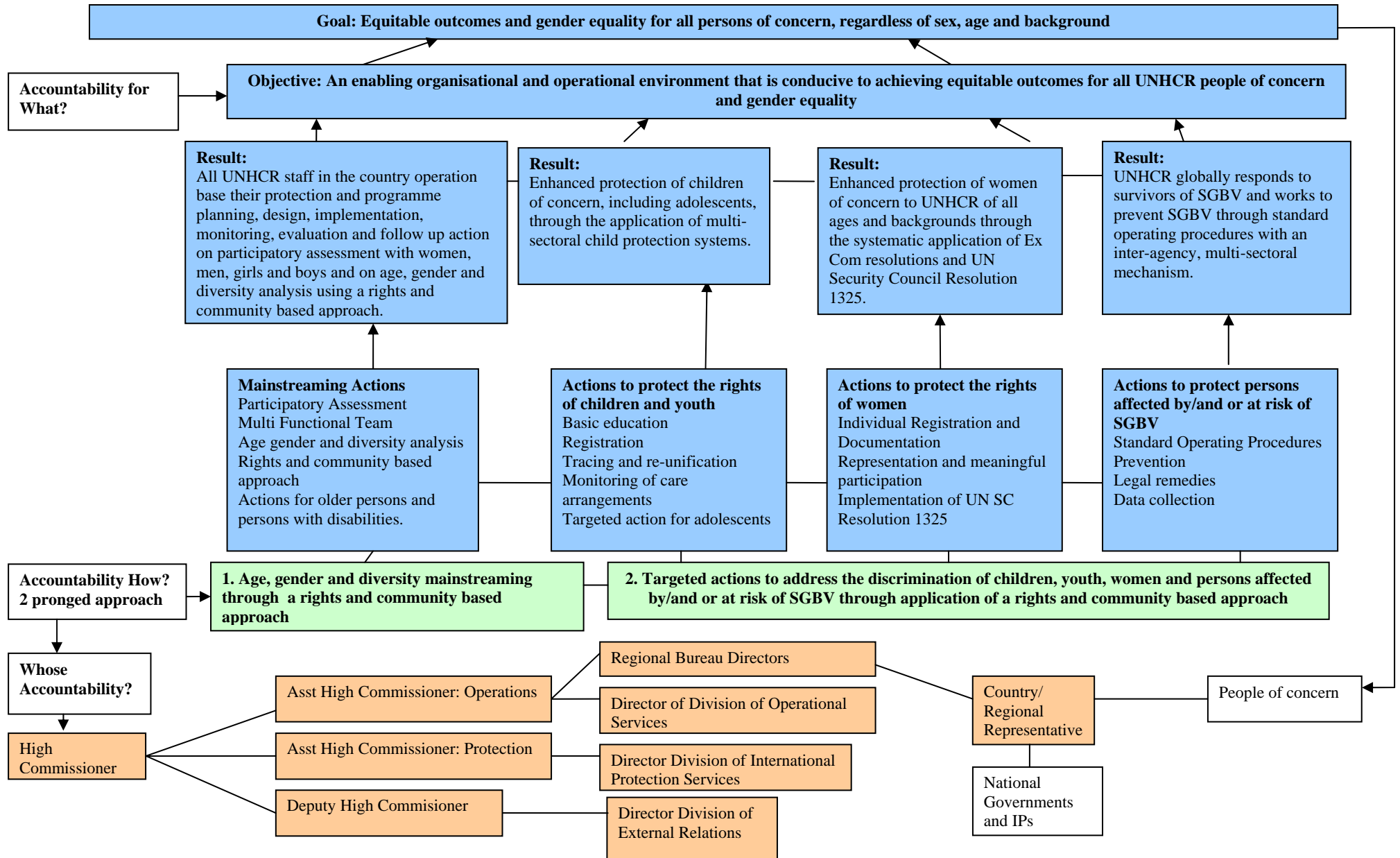
- This is not a punitive accountability framework with repercussions for non performance. However, it does provide a system for tracking, over time, how managers strive to meet certain standards and the constraints that they face in doing so.

Completion

Reporting is required of Country Representatives, Regional Bureaux Directors, Directors of Operational Services, International Protection Services and External Relations, Assistant High Commissioners, the Deputy High Commissioner and the High Commissioner. Executive Office responsibility for oversight of the AGDM framework rests with the Assistant High Commissioner for Protection.

The results of the global and regional analysis will be presented to the Senior Management Committee for follow up and to UNHCR's Executive Committee. A synthesis of findings will be published on UNHCR's website to improve organizational transparency and accountability to donors and others.

Overview of the Accountability Framework



Country/ Regional Representative:

Country Name:

REGION

Africa Americas Asia Europe MENA

COUNTRY CONTEXT (please select one or more):

Urban Camp IDP Returnee Refugee Rural Dispersed Population Other (please specify)

Overall Result:	A. Age, Gender and Diversity Mainstreaming		
All UNHCR staff in the country operation base their protection and programme planning, design, implementation, monitoring, evaluation and follow up action on participatory assessment with men, women, girls and boys and on age, gender and diversity analysis using a rights and community based approach. ²			
Required Actions:	Fully Partially Not at all	If fully, please provide examples	Constraints: ³
<p>1. I lead an active multi functional team, which brings together staff from Protection, Programming, Community Services and other team members. The team also includes government and other partners, as specific to local context. We meet at least quarterly to monitor implementation of work plans and to address challenges to implementation. I also ensure links with the field and other UNHCR representation multi-functional team activities through monthly exchange.</p>			
<p>2. I have led the annual participatory assessment exercise and can confirm that staff engage with participatory assessment findings and use participatory assessment methods with different groups of persons of concern and other stakeholders in their day to day work in order to assess and monitor the wellbeing of persons of concern to UNHCR.</p> <p>PROCESS REQUIREMENTS:</p> <ul style="list-style-type: none"> Assessment conducted with girls, boys, women and men representative of diverse backgrounds, encompassing age, ethnicity, religion, dis/ability, health and other as relevant to local context. Assessment applies the rights and community based approach i.e. see persons of concern as active participants in decisions affecting them and as holders of rights and responsibilities in all contexts, including advocacy. Governmental counterparts, local authorities and Implementing Partners engaged as applicable. 			
<p>3. The Country Operation’s annual budgeting, protection and programme planning, including identification of durable solutions, reflects the outcomes of participatory assessments by age, sex and background.</p> <p>PROCESS REQUIREMENTS:</p> <ul style="list-style-type: none"> The perspectives of girls, boys, women and men representative of diverse backgrounds, encompassing age, ethnicity, religion, dis/ability, health and other as relevant to local context are integrated into protection and programme planning. Partner implementation of participatory assessment findings is monitored through sub project monitoring reports, as relevant. Participatory planning and evaluation tools are used to monitor implementation of participatory assessment findings. 			

² In the UNHCR context, a rights and community based approach aims at mobilizing women, girls, boys, and men as equal partners in protection and programming activities, with the ultimate aim of empowering the community as a whole, and the individuals within the community, to access and enjoy their rights as defined in national, regional and international legal frameworks.

³ Select number & expand (under 50 words): **1:** Resources (Financial), **2:** Resources (Staffing), **3:** Security, **4:** Political Situation, **5:** Office closing, **6:** Socio-cultural obstacles, **7:** Lack of access to community/dispersion of population of concern, **8:** Lack of organised groups of persons of concern **9:** Lack of partner engagement, **10:** Lack of Bureau Support **11:** Lack of technical/follow up support from DIPS/DOS **12:** Operational Context **13:** Other: Please specify

<p>4. Age and sex disaggregated data are available and the office has analyzed Standards and Indicators Reports in order to develop appropriate targeted actions to address protection gaps of specific groups of persons of concern.</p> <p>PROCESS REQUIREMENTS:</p> <ul style="list-style-type: none"> Country Operation has collected sex and age disaggregated data itself and identified groups with specific needs, including older persons and persons with disabilities. Where this is not possible, office has, in co-ordination with other UN agencies, lobbied with government departments to request that when data is collected it is age, gender and diversity disaggregated and that appropriate action is taken to address protection gaps for particular groups. Office has included gender, age and diversity sensitive standards and indicators in sub-agreements, project descriptions and work plans. 			
<p>5. I have engaged in ongoing advocacy with Government and relevant legal institutions for the prioritization of age, gender and diversity perspectives into all aspects of asylum law and/or practice, as relevant to country context.</p> <p>PROCESS REQUIREMENTS:</p> <ul style="list-style-type: none"> Office has reviewed legislative frameworks and highlighted gaps, where found, in the protection of refugee women, children and other discriminated groups. Office has ensured age, gender and diversity concerns are mainstreamed into capacity building activities conducted with government and other partners. 			
<p>6. The office, together with government, other UN agencies, local NGOs and community organizations, has identified community of concern's capacities, resources and management structures to support protection and durable solutions strategies.</p> <p>PROCESS REQUIREMENTS:</p> <ul style="list-style-type: none"> Advocacy in partnership with others for the integration of the rights, capacities and resources of communities of concern into national government planning. 			
<p>Did you conduct any other actions that you feel lead to/ are more relevant to (?) meeting the overall objective?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes, please explain what actions you have taken? Please also indicate verification sources such as APR, Standards & Indicators, etc.</p>			
<p>Source: Executive Committee Conclusions No. 54 (XXXIX) 1988, No. 87 (L) 1999, No. 98 (LIV) 2003, No. 99 (LV) 2004, No. 100 (LV) 2004, No. 102 (LVI) 2005 Global Strategic Objectives Agenda for Protection, Goal Number 3 Instructions and Guidelines to UNHCR Field and Headquarters on Reporting, Implementation and Planning: 2005-2007 (IOM/78/05, FOM/77/05) Convention on the Rights of Persons with Disabilities UNHCR's Code of Conduct</p>			

<p>Overall Result:</p>	<p>B. Enhanced protection of women and girls of concern to UNHCR of all ages and backgrounds through the systematic application of ExCom Resolutions and Security Council Resolution 1325 on Women, Peace and Security.</p>		
<p>Required Actions:</p>	<p>Fully Partially Not at all</p>	<p>If fully, please provide examples</p>	<p>Constraints:</p>
<p>1. I can report that 100% of female adults of concern to UNHCR have been individually registered and provided individual documentation by National Government.</p> <p>PROCESS REQUIREMENTS:</p> <ul style="list-style-type: none"> I have advocated with and provided support to National Government to ensure that they are able to meet their registration and documentation 			

commitments and; <ul style="list-style-type: none"> I have also supported registration and documentation of all female adults of concern through ensuring the application of the registration system and proGres. 			
2. I can report that I have set up and maintained mechanisms to ensure that women of concern are equally and meaningfully represented in people of concern’s management and decision-making structures. <p>PROCESS REQUIREMENTS:</p> <ul style="list-style-type: none"> Office has provided support for women’s leadership programmes and developed sensitization activities with both women and men in the community. I have monitored this through consulting with women during my field missions on their meaningful participation in decision-making processes pertaining to protection and following up on their feedback to enhance office systems to ensure continued meaningful participation. Implementation of UNHCR’s Action Plan on UN Security Council Resolution 1345 on the impact of war on women and women’s contributions to conflict resolution and sustainable peace building. Where country operations are primarily advocacy focused, then the office, with partners, has lobbied parliamentarians and other actors involved in decision making and policy to ensure that women in reception, detention and/or other centers are equally and meaningfully represented in management and decision-making structures and peace processes. 			
3. I can report that there has been an active follow up of women whose security is at risk and that as a result their protection has been enhanced. <p>PROCESS REQUIREMENTS:</p> <ul style="list-style-type: none"> Women whose security is at risk have been identified through Participatory Assessments, Progress (project profile) and other mechanisms. Numbers of cases identified and resolved are reported on in APRs. 			

Did you conduct any other actions that you feel lead to meeting the overall objective?

Yes No

If **yes**, please explain what actions you have taken? Please also indicate verification sources such as APR, Standards & Indicators, etc.

Source:

Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)
 UN Security Council Resolution 1325 on Women, Security and Peace
 UNHCR’s 5 Commitments to Refugee Women, 2001
 Agenda for Protection, Goal 6
 Executive Committee Conclusions. No. 39 (XXXXVI) 1985; No. 54 (XXXIX) 1988; No. 64 (XLI) 1990; No. 98 (LIV) 2003; No. 99 (LV) 2004; No. 100 (LV) 2004; and No. 105 (LVI) 2006

Overall Result:	C. Enhanced protection of children of concern, including adolescents , through the application of multi-sectoral, community-based child protection systems.		
Required Actions:	Fully Partially Not at all	If fully, please provide examples	Constraints:
1. I can report that there has been a sustained increase of a minimum of 10% enrolment at primary level, with gender parity in country operations. <p>PROCESS REQUIREMENTS:</p> <ul style="list-style-type: none"> I have analysed participatory assessment with girls and boys and developed targeted actions with education committees, including families and children, other UN agencies, government, Implementing and Operational partners to ensure a safe school 			

⁴ UN Security Council Resolution 1325 on Women, Security and Peace addresses the impact of war on women, and women's contributions to conflict resolution and sustainable peace. It includes actions pertaining to women’s economic empowerment and inclusion in political decision making.

<p>environment, higher girls' enrolment and improved school retention as part of increasing enrolment.</p>			
<p>2. The specific needs of adolescent girls and boys have been addressed through the development of targeted action:</p> <p>PROCESS REQUIREMENTS:</p> <ul style="list-style-type: none"> • Participatory assessment findings have been analysed and priorities identified have been incorporated into planning. • Targeted actions include: skills training (vocational and life skills), recreational activities and non formal education. • Development of prevention strategies on military recruitment of children, including adolescents. • Collaboration with partners, including community organisations. • This is documented in CRs and APRs and reported on in the SIR. 			
<p>3. 100% of children of concern are registered at birth and parents are provided with birth certificates.</p> <p>PROCESS REQUIREMENTS:</p> <ul style="list-style-type: none"> • I have advocated with and provided support to National Government (where applicable in partnership with UNICEF). • Where birth registration targets are not being met, my office, in co-ordination with relevant authorities (e.g. government refugee agency), is issuing documents recognizing birth. • Progress is reported on in SIR. 			
<p>4. I have established a working system for the implementation of the UNHCR Guidelines on Formal Determination of the Best Interests of the Child (BID Guidelines), where relevant in cooperation with implementing partners and government.</p> <p>PROCESS REQUIREMENTS:</p> <ul style="list-style-type: none"> • BID supervisor and child welfare/child protection officer(s) appointed and multi-functional BID panel established • BID process fully documented and registered in proGres • System exists for the identification, registration, care arrangement, guardianship, documentation, tracing (reported on in SIR), verification and family reunification for unaccompanied and separated girls and boys as part of a durable solutions strategy • Care arrangements for unaccompanied and separated girls and boys are monitored regularly (at least once a month) through home visits and discussions with children, foster parents / other care givers, follow up action is taken if required and this is documented • For tracing links with ICRC, and, where relevant with UNICEF and other child protection NGOs established 			
<p>Did you conduct any other actions that you feel lead to meeting the overall objective?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes, please explain what actions you have taken? Please also indicate verification sources such as APR, Standards & Indicators, etc.</p>			
<p>Source: Convention on the Rights of the Child and Optional Protocols, specifically art. 28 and 29 Refugee Children.: UNHCR's Guidelines on Protection and Care Agenda for Protection Goals: 1, 3, 4, 5, 6 Security Council Resolution 1460 on Children and Armed Conflict, 2003 Executive Committee Conclusions No. 100 (LV) – 2004; No. 99 (LV) – 2004; No. 100 (LV) 2004; No. 89 (LI) – 2000; No. 71 (XLIV) – 1993 UNHCR Guidelines on Formal Determination of the Best Interests of the Child - Provisional Release (IOM/038/2006-FOM/038/2006) UNHCR's 5 Global Priority Issues for Refugee Children, Decision on the Five Global Priorities for Refugee Children 36th Standing Committee Meeting , June 2006</p>			

Overall Result: D. All UNHCR offices in the country **respond to adult and child survivors of SGBV and work to prevent SGBV** through standard operating procedures with an inter-agency, multi-sectoral mechanism.

Required Actions:	Fully Partially Not at all	If fully, please provide examples	Constraints:
<p>1. All heads of office in my country operation have established, in collaboration with other relevant organizations, and effectively apply standard operating procedures for SGBV response and prevention, including sexual exploitation, abuse and violence against girls and boys.</p> <p>PROCESS REQUIREMENTS:</p> <ul style="list-style-type: none"> • Ensure that responses cover support to accessing legal justice, security, health and psycho social care. • Document responses in Country Reports and APRs and report on establishment of standard operating procedures in the SIR. • All offices in the country operation have worked with partners, including the community, to develop and put in place prevention activities, including joint training, community awareness raising and SGBV awareness raising activities in schools. 			
<p>2. The operation reports annually on information and statistics on SGBV and analysis of trends through the Standards and Indicators Report and the Annual Protection Report. The office analyses these and participatory assessment findings and adapts protection and programming accordingly.</p> <p>PROCESS REQUIREMENTS:</p> <ul style="list-style-type: none"> • I have shared the analysis with government and other partners 			
<p>3. I have ensured regular meetings with government and other partners to ensure actions provide effective responses in the areas of legal justice, security, health and psycho social care and training on the Secretary’s Bulletin on Sexual Exploitation and Abuse.</p>			

Did you conduct any other actions that you feel lead to meeting the overall objective?

Yes No

If **yes**, please explain what actions you have taken? Please also indicate verification sources such as APR, Standards & Indicators, etc.

Good Practice: Do you have any examples of good practice in terms of your leadership and the enhancement of the protection of women, children, persons at risk/affected by SGBV or other discriminated groups?

Yes, If yes, go to box.....

No

Optional: Any other comments in terms of challenges and personal reflections

Source:

Executive Committee Conclusions No. 54 (XXXIX) 1988, No. 64 (XLI) – 1990, No. 73 (XLIV) – 1993, No. 98 (LIV) (2003), No. 99 (LV) – 2004, No. 102 (LVI) 2005, and No. 105 (LVI) 2006
 Agenda for Protection, Goal 6
 Guidelines for Gender-based Violence Interventions in Humanitarian Settings, September 2005
 Guidelines on International Protection, May 2002
 UNHCR’s Code of Conduct
 UN Security Council Resolution 1325 on Women, Security and Peace
 UN Secretary General’s Bulletin on Special measures for protection from sexual exploitation and sexual abuse October 2003

Regional Bureau Director for _____

Overall Result: A. Age, Gender and Diversity Mainstreaming All UNHCR operations base their protection and programme planning, design, implementation, monitoring, evaluation and follow up action on participatory assessment with men, women, girls and boys and on age, gender and diversity analysis using a rights and community based approach.			
Required Actions:	Fully Partially Not at all	If fully, please provide examples	Constraints: ⁵
<p>1. The Regional Bureau Strategy is based on the accountability actions laid down in the framework for Country Representatives and Bureau Directors and on the use of the rights and community based approach and age, gender and diversity analysis.</p> <p>PROCESS REQUIREMENTS:</p> <ul style="list-style-type: none"> The results of the previous year's participatory assessments were used to develop relevant actions on age, gender and diversity mainstreaming and SGBV prevention and response and the protection of the rights of women and of children and youth. 			
<p>2. I have monitored implementation of accountability actions by Representatives for age, gender and diversity mainstreaming and for targeted action for the protection of children and youth, women and persons affected by and/ or at risk of SGBV.</p> <p>PROCESS REQUIREMENTS:</p> <ul style="list-style-type: none"> I have ensured that Desks have reported to me on the implementation of accountability actions. Completion of the accountability framework will already have taken place by Representatives before completion by the Director. This information will support monitoring. Discussion of the accountability actions has taken place during the annual regional representatives' meeting. I have followed up with country representatives, Bureau staff and technical advisers on areas where actions are not completed and reported on these to AHC Operations. I, and all staff on missions to follow up on operations, meet with Multi-Functional Teams and persons of concern to verify the implementation of accountability actions. 			
<p>3. I can confirm that COPs, APRs and other reporting by country operations are age and sex disaggregated, reflect participatory assessment findings and incorporate age, gender and diversity concerns and highlight targeted action for the protection of the rights of children and youth, women and persons affected by and/ or at risk of SGBV.</p>			
<p>4. I have reported through the Global Appeal and at Standing Committee on progress on accountability actions laid down in the accountability framework</p>			
<p>5. I have advocated with NGOs, donors, missions, partners and governments for funding based on participatory assessment outcomes, in co-ordination with DER.</p>			
<p>6. Based on the global and regional analysis provided by the AHC for Protection, I have discussed accountability actions with representatives and heads of desks within the framework of the career management system and agreed on actions for follow-up.</p>			
<p>7. When on mission, I meet with Representatives, multi-functional team members/other staff to discuss age, gender and diversity mainstreaming and targeted actions for the protection of the rights of children and youth, women and persons affected by and/ or at risk of SGBV.</p>			

⁵ Select number & expand (under 50 words): **1:** Resources (Financial), **2:** Resources (Staffing), **3:** Security, **4:** Political Situation, **5:** Office closing, **6:** Socio-cultural obstacles, **7:** Lack of access to community, **8:** Lack of time due to conflicting priorities, **9:** Other: Please specify

Did you conduct any other actions that you feel lead to meeting the overall objective?

Yes No

Please explain what actions you have taken? Please also indicate verification sources such as APR, Standards & Indicators, etc.

Source:

Instructions and Guidelines to UNHCR Field and Headquarters on Reporting, Implementation and Planning: 2005-2007 (IOM/78/05, FOM/77/05)
 Executive Committee Conclusions No. 54 (XXXIX) 1988, No. 87 (L) 1999, No. 98 (LIV) 2003, No. 99 (LV) 2004, No. 100 (LV) 2004, No. 102 (LVI) 2005
 Global Strategic Objectives
 Agenda for Protection, Goal 3
 Convention on the Rights of Persons with Disabilities
 UNHCR's Code of Conduct

Overall Result: **B. Enhanced protection of women and girls of concern to UNHCR** of all ages and backgrounds through the systematic application of ExCom Resolutions and UN Security Council Resolution 1325.

Required Actions:	Fully Partially Not at all	Constraints:
<p>1. I have reviewed, with the Deputy Director, Desks, Legal Advisers and Representatives, compliance with the relevant targeted actions in the accountability framework as reported on by the Representatives in the accountability framework. I have ascertained that the below issues, relating to the enhanced protection of women and girls of concern to UNHCR, have been addressed in each country operation:</p> <ul style="list-style-type: none"> • Individual registration and individual documentation for all female adults of concern/ • Women's equal participation in decision-making and the implementation of UNHCR's Action Plan on UN SC resolution 1325 on the impact of war on women and women's contributions to conflict resolution and sustainable peace building. • Identification of women at risk, active follow up on their cases and identification of durable solutions. <p>PROCESS REQUIREMENTS:</p> <ul style="list-style-type: none"> • Reviews are linked to annual SIR, CR and APR processes and to the completion of the accountability framework by Representatives. 		
<p>2. I have met with Bureau staff and have identified countries that are having difficulties with compliance and have worked with Representatives to develop a strategy for improvement. Any gaps or problems which have not been resolved have been shared with the AHC (Operations) and technical advisers in DOS and DIPS.</p>		
<p>3. On the basis of Actions 1 and 2, I have advocated internally and externally to ensure that resources are allocated for targeted actions to enhance the protection of children of concern, as per community prioritisation reflected in participatory assessment and COPs.</p>		

If you have not completed the stated actions exactly as described but consider that you have met the overall objective, please explain what actions have you taken? Please also indicate verification sources such as APR, Standards & Indicators, etc.

Source:

Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)
 UN Security Council Resolution 1325 on Women, Security and Peace
 UNHCR's 5 Commitments to Refugee Women, 2001
 Agenda for Protection, Goal 6
 Executive Committee Conclusions. No. 39 (XXXXVI) 1985; No. 54 (XXXIX) 1988; No. 64 (XLI) 1990; No. 98 (LIV) 2003; No. 99 (LV) 2004; No. 100 (LV) 2004; and No. 105 (LVI) 2006

Overall Result:

C. Enhanced protection of children of concern, including adolescents, through the application of multi-sectoral, community-based child protection systems

Required Actions:	Fully Partially Not at all	Constraints:
<p>1. I have reviewed, with the Deputy Director, Desks, Legal Advisers and Representatives, compliance with the relevant targeted actions in the accountability framework as reported on by the Representatives in the accountability framework. I have ascertained that the below issues relating to the enhanced protection of children of concern, have been addressed in each country operation:</p> <ul style="list-style-type: none">• Birth registration and birth documentation provision for all children of concern.• Targeted programming for adolescent girls and boys of concern• Sustained increase of a minimum of 10% enrolment at primary level, with gender parity• Establishment of a working system for the implementation of the UNHCR Guidelines on Formal Determination of the Best Interests of the Child (BID Guidelines), where relevant in cooperation with implementing partners and government <p>PROCESS REQUIREMENTS:</p> <ul style="list-style-type: none">• Reviews are linked to annual SIR, CR and APR process and to the completion of the accountability framework by Representatives.		
<p>2. I have met with Bureau staff and have identified countries that are having difficulties with compliance and have worked with Representatives to develop a strategy for improvement. Any gaps or problems which have not been resolved have been shared with the AHC (Operations) and technical advisers in DOS and DIPS.</p>		
<p>3. On the basis of Actions 1 and 2, I have advocated internally and externally to ensure that resources are allocated for targeted actions to enhance the protection of children of concern, including adolescents, as per community prioritisation reflected in participatory assessment and COPs.</p>		

Did you conduct any other actions that you feel lead to meeting the overall objective?

Yes No

If **yes**, please explain what actions you have taken? Please also indicate verification sources such as APR, Standards & Indicators, etc.

Source:

- Agenda for Protection, Goals 1, 3, 4, 5, 6
- Convention on the Rights of the Child and Optional Protocols, specifically art. 28 and 29
- Refugee Children: UNHCR's Guidelines on Protection and Care
- Security Council Resolution 1460 on Children and Armed Conflict, 2003
- UNHCR Guidelines on Formal Determination of the Best Interests of the Child - Provisional Release (IOM/038/2006-FOM/038/2006)
- UNHCR's 5 Global Priority Issues for Refugee Children
- Decision on the Five Global Priorities for Refugee Children 36th Standing Committee Meeting , June 2006

Overall Result: D. All UNHCR offices in the country **respond to survivors of SGBV and work to prevent SGBV** through standard operating procedures with an inter-agency, multi-sectoral mechanism.

Required Actions:	Fully Partially Not at all	Constraints:
<p>1. I have reviewed, with the Deputy Director, Desks, Legal Advisers and Representatives, compliance with the relevant targeted actions in the accountability framework as reported on by the Representatives in the accountability framework. I have ascertained that the below issues relating to improving responses to survivors of SGBV and prevention of SGBV have been addressed in each country operation:</p> <ul style="list-style-type: none"> • Establishment and application of standard operating procedures for SGBV response and prevention, in collaboration with partners. • Annual reporting on information and statistics on SGBV and analysis of trends • Advocacy with government to ensure effective legal remedies for persons affected by and/or at risk of SGBV. <p>PROCESS REQUIREMENTS:</p> <ul style="list-style-type: none"> • Reviews are linked to annual SIR, CR and APR process and to the completion of the accountability framework by Representatives. 		
<p>2. I have met with Bureau staff and have identified countries that are having difficulties with compliance and have worked with Representatives to develop a strategy for improvement. Any gaps or problems which have not been resolved have been shared with the AHC (Operations) and technical advisers in DOS and DIPS.</p>		
<p>3. On the basis of Actions 1 and 2, I have advocated internally and externally for resourcing for these targeted actions.</p>		

Did you conduct any other actions that you feel lead to meeting the overall objective?

Yes No

If **yes**, please explain what actions you have taken? Please also indicate verification sources such as APR, Standards & Indicators, etc.

Good Practice: Do you have any examples of good practice in terms of your leadership and the enhancement of the protection of women, children, persons at risk/affected by SGBV or other discriminated groups?

Yes, If yes, go to box.....

No

Optional: Any other comments in terms of challenges and personal reflections

Source:

Executive Committee Conclusions No. 54 (XXXIX) 1988, No. 64 (XLI) – 1990, No. 73 (XLIV) – 1993, No. 98 (LIV) (2003), No. 99 (LV) – 2004, No. 102 (LVI) 2005, and No. 105 (LVI) 2006
 Agenda for Protection, Goal 6
 Guidelines for Gender-based Violence Interventions in Humanitarian Settings, September 2005
 Guidelines on International Protection, May 2002
 UNHCR’s Code of Conduct
 UN Security Council Resolution 1325 on Women, Security and Peace
 UN Secretary General’s Bulletin on Special measures for protection from sexual exploitation and sexual abuse October 2003

Director Operational Services

Overall Result:	A. Age, Gender and Diversity Mainstreaming		
All UNHCR operations base their protection and programme planning, design, implementation, monitoring, evaluation and follow up action on participatory assessment with men, women, girls and boys and on age, gender and diversity analysis using a rights and community based approach.			
Required Actions:	Fully Partially Not at all	If fully, please provide examples	Constraints: ⁶
1. All sections involved in data collection and registration have ensured organizational systems for collection of disaggregated data by sex and age as a tool for protection and programming. Countries have been requested to complete proGres 'special protection and assistance needs' category to ensure proper identification and monitoring of persons with specific needs and appropriate technical support is being provided.			
2. Programming Instructions consistently require participatory assessment findings to be disaggregated by age and sex; application of the rights and community based approach; age, gender and diversity analysis; and the development of targeted actions to support the protection of children, including adolescents, women, persons affected by and/or at risk of SGBV and other discriminated groups.			
3. I have ensured that the participatory assessment is undertaken at the outset of UNHCR's emergency response to ensure the protection of children of concern, including adolescents, of women and of persons at risk of and/or affected by SGBV.			
4. I have requested that Programme Coordination and Operational Support Section (PCOSS) ensure compliance with programming instructions and makes recommendations to ORB on the basis of participatory assessment prioritisation, as per the results based management system.			
PROCESS REQUIREMENTS:			
<ul style="list-style-type: none"> Through reviewing all COPs to confirm that they are based on participatory assessment findings and reflect age, gender and diversity analysis and the protection of the rights of children of concern, including adolescents, of women and of persons affected by and/or at risk of SGBV. 			
5. All DOS training programmes, including OMLP and programming , specifically integrate and reflect the rights and community based approach using participatory assessment and age, gender and diversity analysis.			
6. All technical support provided to operations have used a rights and community based approach to age, gender and diversity analysis to ensure services developed respond to protection risks identified in the participatory assessment.			
Source:			
Age, Gender and Diversity Mainstreaming: Instructions and Guidelines to UNHCR Field and Headquarters on Reporting, Implementation and Planning: 2005-2007 (IOM/78/05, FOM/77/05) Executive Committee Conclusions No. 54 (XXXIX) 1988, No. 87 (L) 1999, No. 98 (LIV) 2003, No. 99 (LV) 2004, No. 100 (LV) 2004, No. 102 (LVI) 2005 Global Strategic Objectives Agenda for Protection, Goal 3 Convention on the Rights of Persons with Disabilities UNHCR's Code of Conduct			

⁶ Select number & expand (under 50 words): **1:** Resources (Financial), **2:** Resources (Staffing), **3:** Security, **4:** Political Situation, **5:** Other: Please specify

Overall Result:

B. Enhanced protection of women, children and youth, and persons affected by and/or at risk of SGBV

Required Actions:	Fully Partially Not at all	Constraints:
<p>1. I have conducted an analysis of the SIRs, and identified gaps in data, as related to:</p> <ul style="list-style-type: none"> • Individual registration and individual documentation for female adults of concern • Female representation in management committees • Newborns issued with birth certification • Female and male adolescents reached through targeted programming • Primary school enrolment • Provision of teachers • Establishment of SGBV Standard Operating Procedures • SGBV cases receiving support • Completion of SGBV training • Tracing of unaccompanied and separated girls and boys 		
<p>2. I have shared this information with the Bureaux and with DIPS.</p>		
<p>3. Peace building and livelihood strategies integrate the rights and community based approach and support the implementation of UN Security Council Resolution 1325 and the employment of youth.</p>		
<p>4. I have reported on progress on the accountability actions to the Assistant High Commissioner for Operations within the framework of the career management system.</p>		
<p>Did you conduct any other actions that you feel lead to meeting the overall objectives?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes, please explain what actions you have taken? Please also indicate verification sources such as APR, Standards & Indicators, etc.</p>		
<p>Good Practice: Do you have any examples of good practice in terms of your leadership and the enhancement of the protection of women, children, persons at risk/affected by SGBV or other discriminated groups?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes, please explain what actions you have taken?</p>		
<p>Optional: Any other comments in terms of challenges and personal reflections</p>		
<p>Source:</p> <p><i>Women and Sexual Gender Based Violence:</i> Executive Committee Conclusions No. 39 (XXXXVI) 1985; No. 54 (XXXIX) 1988; No. 64 (XLI) 1990; No. 73 (XLIV) 1993; No. 98 (LIV) 2003; No. 99 (LV) 2004; No. 100 (LV) 2004; No. 102 (LVI) 2005; and No. 105 (LVI) 2006 UNHCR's 5 Commitments to Refugee Women, 2001 Guidelines for Gender-based Violence Interventions in Humanitarian Settings, September 2005 Agenda for Protection, Goal 6 Guidelines on International Protection, May 2002 UNHCR's Code of Conduct UN Secretary General's Bulletin on Special measures for protection from sexual exploitation and sexual abuse October 2003 Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW) UN Security Council Resolution 1325 on Women, Security and Peace</p> <p><i>Children:</i> Agenda for Protection, Goals 1, 3, 4, 5, 6 Convention on the Rights of the Child and Optional Protocols, specifically art. 28 and 29 Refugee Children: UNHCR's Guidelines on Protection and Care Security Council Resolution 1460 on Children and Armed Conflict, 2003 UNHCR Guidelines on Formal Determination of the Best Interests of the Child - Provisional Release (IOM/038/2006-FOM/038/2006) UNHCR's 5 Global Priority Issues for Refugee Children Decision on the Five Global Priorities for Refugee Children 36th Standing Committee Meeting , June 2006</p>		

Director International Protection Services

Overall Result:	A. Age, Gender and Diversity Mainstreaming		
All UNHCR operations base their protection and programme planning, design, implementation, monitoring, evaluation and follow up action on participatory assessment with men, women, girls and boys and on age, gender and diversity analysis using a rights and community based approach.			
Required Actions:	Fully Partially Not at all	If fully, please provide examples	Constraints: ⁷
1. I have provided the Standing Committee with an update on protection gaps regarding women, children, including adolescents, and persons affected by and/or at risk of SGBV and strategies to address these gaps through the Note on International Protection.			
2. I have issued written instructions that all protection staff taking part in IGO missions and in ORB processes highlight and monitor age, gender and diversity issues. I have monitored outcomes and followed up with staff.			
3. I have reviewed DIPS documents and speeches related to policy, standard setting and the development of protection strategies to ensure that they specifically reflect issues concerning: age, gender and diversity analysis (including sex and age disaggregation), the use of a rights and community based approach; the use of participatory assessment and; actions taken on related IGO findings.			
4. DIPS training programmes, workshops, guidelines, manuals and other tools , including the protection learning programme, protection management workshops and those relating to IDPs, specifically integrate and reflect the rights and community based approach using participatory assessment and age, gender and diversity analysis.			
5. I have provided guidance to field and HQ protection staff on the role of community services, application of the rights and community based approach in operations and on the working relationship between protection, community services and other functions. I have monitored the outcomes of this guidance during my missions and meetings.			
6. I have advocated within DIPS to ensure that the protection of the rights of children, including adolescents, of women and of persons affected by/at risk of SGBV are an integral and cross cutting feature of all staff activities.			
PROCESS REQUIREMENTS: <ul style="list-style-type: none"> • Instructions to ensure that the monitoring and reviewing of APRs and the design of strategies promoting the comprehensive approach to durable solutions include the protection of the rights of children, including adolescents, women and persons affected by/at risk of SGBV • Request that Regional Legal Advisers and all DIP staff who advise operations promote the rights of children, including adolescents, women and persons affected by/at risk of SGBV, including in the development of Regional Protection Strategies. 			
7. The Terms of Reference of my missions to country operations include reviewing the existing procedures and activities aimed at the protection of the rights of children, youth, women and persons affected by/at risk of SGBV. Upon my return I have taken relevant follow up action.			
Source: <i>Age, Gender and Diversity Mainstreaming:</i> Instructions and Guidelines to UNHCR Field and Headquarters on Reporting, Implementation and Planning: 2005-2007 (IOM/78/05, FOM/77/05) Executive Committee Conclusions No. 54 (XXXIX) 1988, No. 87 (L) 1999, No. 98 (LIV) 2003, No. 99 (LV) 2004, No. 100 (LV) 2004, No. 102 (LVI)			

⁷ Select number & expand (under 50 words): **1:** Resources (Financial), **2:** Resources (Staffing), **3:** Security, **4:** Political Situation, **5:** Other: Please specify

Overall Result: B. Enhanced protection of women, children and youth, and persons affected by and/or at risk of SGBV.

Required Actions:	Fully Partially Not at all	Constraints:
<p>1. In my missions to UNHCR operations, I have reviewed compliance with relevant targeted actions in the accountability framework and identified implementation gaps, notably with regard to:</p> <ul style="list-style-type: none"> • Individual registration and individual documentation for female adults of concern. • Age and gender disaggregation in data collection, analysis and reporting. • Birth registration and birth documentation provision for all children of concern. • Targeted programming for female and male adolescents of concern • Development of a safe school environment, improved school retention and a sustained increase of a minimum of 10% enrolment at primary level, with gender parity. • Establishment of a working system for the implementation of the UNHCR Guidelines on Formal Determination of the Best Interests of the Child (BID Guidelines), where relevant, in cooperation with implementing partners and government • Monitoring of care arrangements for unaccompanied and separated girls and boys • Establishment and application of standard operating procedures for SGBV response, development of prevention actions and advocacy with government to ensure effective legal remedies for persons affected by and/ or at risk of SGBV. • Identification of groups with specific needs by age and sex and follow up responses. 		
<p>2. I have advocated for the implementation of the above targeted actions and for the active use of instruments such as CEDAW, CRC, UN Security Council Resolutions 1325 and 1612, Secretary-General's Bulletin on SEA during my missions, meetings with donors, NGOs, governments and internally with UNHCR staff.</p>		
<p>3. I have reported on progress in meeting the accountability actions to the AHC Protection within the framework of the career management system.</p>		

Did you conduct any other actions that you feel lead to meeting the overall objectives?

Yes No

If yes, please explain what actions you have taken? Please also indicate verification sources such as APR, Standards & Indicators, etc.

Good Practice: Do you have any examples of good practice in terms of your leadership and the enhancement of the protection of women, children, persons at risk/affected by SGBV or other discriminated groups?

Yes No

If yes, please explain what actions you have taken?

Optional: Any other comments in terms of challenges and personal reflections

Source:

Women and Sexual Gender Based Violence:
 Executive Committee Conclusions No. 39 (XXXXVI) 1985; No. 54 (XXXIX) 1988; No. 64 (XLI) 1990; No. 73 (XLIV) 1993; No. 98 (LIV) 2003; No. 99 (LV) 2004; No. 100 (LV) 2004; No. 102 (LVI) 2005; and No. 105 (LVI) 2006
 UNHCR's 5 Commitments to Refugee Women, 2001
 Guidelines for Gender-based Violence Interventions in Humanitarian Settings, September 2005
 Agenda for Protection, Goal 6
 Guidelines on International Protection, May 2002
 UNHCR's Code of Conduct
 UN Secretary General's Bulletin on Special measures for protection from sexual exploitation and sexual abuse October 2003
 Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)

UN Security Council Resolution 1325 on Women, Security and Peace

Children:

Agenda for Protection, Goals 1, 3, 4, 5, 6

Convention on the Rights of the Child and Optional Protocols, specifically art. 28 and 29

Refugee Children: UNHCR's Guidelines on Protection and Care

Security Council Resolution 1460 on Children and Armed Conflict, 2003

UNHCR Guidelines on Formal Determination of the Best Interests of the Child - Provisional Release (IOM/038/2006-FOM/038/2006)

UNHCR's 5 Global Priority Issues for Refugee Children

Decision on the Five Global Priorities for Refugee Children 36th Standing Committee Meeting , June 2006

Director External Relations

Overall Result:	A. Age, Gender and Diversity Mainstreaming		
All UNHCR operations base their protection and programme planning, design, implementation, monitoring, evaluation and follow up action on participatory assessment with men, women, girls and boys and on age, gender and diversity analysis using a rights and community based approach.			
Required Actions:	Fully Partially Not at all	If fully, please provide examples	Constraints: ⁸
1. The Global Appeal and the Global Report have a specific section analyzing: progress in meeting accountability actions; implementation of the age, gender and diversity mainstreaming strategy; and highlighting participatory assessment findings by age and sex and consequent targeted actions. Country Reports reflect transparent reporting on the successes and challenges of participatory assessment and age, gender and diversity mainstreaming.			
2. Age, gender and diversity analysis is mainstreamed into all documents, including the Global Appeal, Global Report, State of the World's Refugees and DER reports regularly to donors and host governments on these issues in bi-lateral meetings.			
3. Operations Updates have a specific section highlighting progress and constraints in terms of age, gender and diversity mainstreaming and targeted actions. Progress and constraints have been consistently incorporated into discussions with donors.			
PROCESS REQUIREMENTS:			
<ul style="list-style-type: none"> • Draft template submitted in good time to the AHC (O) requesting, among other criteria, that Bureau provide information highlighting progress and constraints in age, gender and diversity mainstreaming and targeted actions • Follow up is made with Bureaux to ensure that Bureaux use the template • Editing of strategic overviews ensures that Updates highlight progress and constraints in age, gender and diversity mainstreaming and targeted actions 			
4. Donor Relations and Resource Mobilization and Private Sector Fundraising have developed a strategy on how to ensure government and private sector funding for targeted actions to protect the rights of women, the rights of children, including adolescents and persons affected by/ and or at risk of SGBV.			
5. Public Information materials mainstream age, gender and diversity concerns throughout and promote the strengths and capacities of all groups of persons of concern.			
6. I have reported on progress made for these actions to the DHC within the framework of the career management system.			
Did you conduct any other actions that you feel lead to meeting the overall objectives? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please explain what actions you have taken? Please also indicate verification sources such as APR, Standards & Indicators, etc.			
Good Practice: Do you have any examples of good practice in terms of your leadership and the enhancement of the protection of women, children, persons at risk/affected by SGBV or other discriminated groups? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please explain what actions you have taken? (Box provided)			

⁸ Select number & expand (under 50 words): **1:** Resources (Financial), **2:** Resources (Staffing), **3:** Security, **4:** Political Situation, **5:** Data not made available by Bureaux **6:** Other: Please specify

Optional: Any other comments in terms of challenges and personal reflections

Source:

Age, Gender and Diversity Mainstreaming:

Instructions and Guidelines to UNHCR Field and Headquarters on Reporting, Implementation and Planning: 2005-2007 (IOM/78/05, FOM/77/05)

Executive Committee Conclusions No. 54 (XXXIX) 1988, No. 87 (L) 1999, No. 98 (LIV) 2003, No. 99 (LV) 2004, No. 100 (LV) 2004, No. 102 (LVI) 2005

Global Strategic Objectives

Agenda for Protection, Goal 3

Convention on the Rights of Persons with Disabilities

UNHCR's Code of Conduct

Women and Sexual Gender Based Violence:

Executive Committee Conclusions No. 39 (XXXVI) 1985; No. 54 (XXXIX) 1988; No. 64 (XLI) 1990; No. 73 (XLIV) 1993; No. 98 (LIV) 2003; No. 99 (LV) 2004; No. 100 (LV) 2004; No. 102 (LVI) 2005; and No. 105 (LVI) 2006

UNHCR's 5 Commitments to Refugee Women, 2001

Guidelines for Gender-based Violence Interventions in Humanitarian Settings, September 2005

Agenda for Protection, Goal 6

Guidelines on International Protection, May 2002

UNHCR's Code of Conduct

UN Secretary General's Bulletin on Special measures for protection from sexual exploitation and sexual abuse October 2003

Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)

UN Security Council Resolution 1325 on Women, Security and Peace

Children:

Agenda for Protection, Goals 1, 3, 4, 5, 6

Convention on the Rights of the Child and Optional Protocols, specifically art. 28 and 29

Refugee Children: UNHCR's Guidelines on Protection and Care

Security Council Resolution 1460 on Children and Armed Conflict, 2003

UNHCR Guidelines on Formal Determination of the Best Interests of the Child - Provisional Release (IOM/038/2006-FOM/038/2006)

UNHCR's 5 Global Priority Issues for Refugee Children

Decision on the Five Global Priorities for Refugee Children 36th Standing Committee Meeting , June 2006

Assistant High Commissioner for Operations

Overall Result:	A. Age, Gender and Diversity Mainstreaming All UNHCR operations base their protection and programme planning, design, implementation, monitoring, evaluation and follow up action on participatory assessment with men, women, girls and boys and on age, gender and diversity analysis using a rights and community based approach.
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Required Actions:	Fully Partially Not at all	If fully, please provide examples	Constraints: ⁹
1. I have systematically met with women leaders and representatives of discriminated groups, as relevant to local context, to examine UNHCR impact during mission visits and have documented findings in mission reports, which I have shared with the Bureau, DOSS and DIPS.			
2. When on mission to operations, I have met with the Multi Functional Teams and discussed with the Representative country performance against their required actions.			
3. I have followed up with Bureau Directors to ensure their timely completion of the accountability framework and have discussed their input within the framework of the career management system and agreed on actions for follow up.			
4. I have studied reports and monitored implementation of accountability actions and implementation of strategies developed by countries having difficulties with compliance with each Director. I have provided necessary support to ensure that actions are completed by the end of the year. I have shared information on progress and strategies to the AHC Protection.			
5. I have promoted and reported on the realization and enjoyment of rights of all people of concern by including age, gender, and diversity mainstreaming, participatory assessment, and the rights and community-based approach into policy through speeches, Ex. Com, standing committees, and SMC.			
6. I have reported on progress made for these accountability actions to the HC.			

Source:
Age, Gender and Diversity Mainstreaming:
 Instructions and Guidelines to UNHCR Field and Headquarters on Reporting, Implementation and Planning: 2005-2007 (IOM/78/05, FOM/77/05)
 Executive Committee Conclusions No. 54 (XXXIX) 1988, No. 87 (L) 1999, No. 98 (LIV) 2003, No. 99 (LV) 2004, No. 100 (LV) 2004, No. 102 (LVI) 2005
 Global Strategic Objectives
 Agenda for Protection, Goal 3
 Convention on the Rights of Persons with Disabilities
 UNHCR's Code of Conduct

Overall Result:	B. Enhanced protection of women, children and youth, and persons affected by and/or at risk of SGBV.
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Required Actions:	Fully Partially Not at all	Constraints:
1. In all my missions, I have reviewed compliance with relevant targeted actions in the accountability framework and identified implementation gaps		
2. I have reported to EXCOM and Standing Committee on the implementation by country operations, notably to: <ul style="list-style-type: none"> • Register individually and provide individual documentation to female adults of concern to UNHCR 		

⁹ Select number & expand (under 50 words): 1: Resources (Financial), 2: Resources (Staffing), 3: Hierarchy of field visits 4. Security, 5: Political Situation, 6: Lack of time for follow up 7: Other: Please specify

<ul style="list-style-type: none"> • Address the concerns of Women At Risk • Implement UN SC Resolution 1325 including women’s meaningful participation in decision-making and peace-building. • Create a safe school environment, improve school retention and have a sustained increase of a minimum of 10% enrolment at primary level, with gender parity • Ensure birth registration and birth documentation provisions for all children of concern. • Develop targeted programming for female and male adolescents of concern • Establish a working system for the implementation of the UNHCR Guidelines on Formal Determination of the Best Interests of the Child (BID Guidelines), where relevant, in cooperation with implementing partners and government • Monitor of care arrangements for unaccompanied and separated girls and boys • Identification and monitoring of groups with specific needs by age and sex. 		
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3. I have reported to the HC on the progress in these areas within the framework of the career management system.

Did you conduct any other actions that you feel lead to meeting the overall objectives?

Yes No

If yes, please explain what actions you have taken? Please also indicate verification sources such as APR, Standards & Indicators, etc.

Good Practice: Do you have any examples of good practice in terms of your leadership and the enhancement of the protection of women, children, persons at risk/affected by SGBV or other discriminated groups?

Yes No

If yes, please explain what actions you have taken?

Optional: Any other comments in terms of challenges and personal reflections

Source:

Women and Sexual Gender Based Violence:
 Executive Committee Conclusions No. 39 (XXXXVI) 1985; No. 54 (XXXIX) 1988; No. 64 (XLI) 1990; No. 73 (XLIV) 1993; No. 98 (LIV) 2003; No. 99 (LV) 2004; No. 100 (LV) 2004; No. 102 (LVI) 2005; and No. 105 (LVI) 2006
 UNHCR’s 5 Commitments to Refugee Women, 2001
 Guidelines for Gender-based Violence Interventions in Humanitarian Settings, September 2005
 Agenda for Protection, Goal 6
 Guidelines on International Protection, May 2002
 UNHCR’s Code of Conduct
 UN Secretary General’s Bulletin on Special measures for protection from sexual exploitation and sexual abuse October 2003
 Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)
 UN Security Council Resolution 1325 on Women, Security and Peace

Children:
 Agenda for Protection, Goals 1, 3, 4, 5, 6
 Convention on the Rights of the Child and Optional Protocols, specifically art. 28 and 29
 Refugee Children: UNHCR’s Guidelines on Protection and Care
 Security Council Resolution 1460 on Children and Armed Conflict, 2003
 UNHCR Guidelines on Formal Determination of the Best Interests of the Child - Provisional Release (IOM/038/2006-FOM/038/2006)
 UNHCR’s 5 Global Priority Issues for Refugee Children
 Decision on the Five Global Priorities for Refugee Children 36th Standing Committee Meeting , June 2006

Assistant High Commissioner for Protection

Overall Result:	A. Age, Gender and Diversity Mainstreaming All UNHCR operations base their protection and programme planning, design, implementation, monitoring, evaluation and follow up action on participatory assessment with men, women, girls and boys and on age, gender and diversity analysis using a rights and community based approach.
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Required Actions:	Fully Partially Not at all	If fully, please provide examples	Constraints: ¹⁰
1. I have provided leadership to implementation of the accountability framework by supporting Bureau Directors and Division staff in following up with Representatives and other accountable persons.			
2. I have promoted the realization and enjoyment of rights of all people of concern by incorporating age, gender, and diversity mainstreaming, participatory assessment, and a rights and community-based approach into policy through Executive Committee, Standing Committees, the Senior Management Committee and the Troika .			
3. In all advocacy and policy development activities, both external and internal, I have promoted the use of rights and community based approaches to the protection of children, youth, women and persons affected by/at risk of SGBV and the implementation of the Agenda for Protection and ExCom resolutions.			
4. The Objectives of all my missions to country operations include reviewing the existing procedures and activities aimed at the protection of the rights of children, youth, women and persons affected by/at risk of SGBV is included in the. Upon my return I have taken relevant follow up action.			
5. I have reported regularly to the HC and Troika on organization wide progress on the implementation of the age, gender and diversity mainstreaming strategy and regional and global follow up action on implementation of and compliance with the accountability framework.			
6. I have provided an annual report to the High Commissioner and the SMC on progress and follow up action on implementation of the accountability framework and the development of an enabling organizational environment conducive to gender equity and equitable outcomes for all persons of concern, regardless of sex, age and background. This is published publicly and presented to June Standing Committee on an annual basis.			

Source:
Age, Gender and Diversity Mainstreaming:
 Instructions and Guidelines to UNHCR Field and Headquarters on Reporting, Implementation and Planning: 2005-2007 (IOM/78/05, FOM/77/05)
 Executive Committee Conclusions No. 54 (XXXIX) 1988, No. 87 (L) 1999, No. 98 (LIV) 2003, No. 99 (LV) 2004, No. 100 (LV) 2004, No. 102 (LVI) 2005
 Global Strategic Objectives
 Agenda for Protection, Goal 3
 Convention on the Rights of Persons with Disabilities
 UNHCR's Code of Conduct

¹⁰ Select number & expand (under 50 words): **1:** Resources (Financial), **2:** Resources (Staffing), **3:** Security, **4:** Political Situation, **5:** Other: Please specify

Overall Result: B. Enhanced protection of children, adolescents, women and persons affected by and/ or at risk of SGBV of all ages and backgrounds.

Required Actions:	Fully Partially Not at all	If fully, please provide examples	Constraints:
<p>1. I have ensured that the reports for which I am responsible highlight overall compliance, protection gaps and progress, notably to:</p> <ul style="list-style-type: none"> • Register individually and provide individual documentation to female adults of concern to UNHCR • Address the concerns of Women At Risk • To implement UNHCR’s action plan on UN SC Resolution 1325 including women’s meaningful participation in decision-making and peace-building. • To create a safe school environment, improve school retention and have a sustained increase of a minimum of 10% enrolment at primary level, with gender parity • Ensure birth registration and birth documentation provisions for all children of concern. • Develop targeted programming for female and male adolescents of concern • Establish a working system for the implementation of the UNHCR Guidelines on Formal Determination of the Best Interests of the Child (BID Guidelines), where relevant, in cooperation with implementing partners and government • Establish and apply standard operating procedures for SGBV response, development of prevention actions and advocacy with government to ensure effective legal remedies for persons affected by and/ or at risk of SGBV. • Identification and monitoring of groups with specific needs by age and sex. 			
<p>2. Based on requests received from Regional Bureau Directors I have advocated with relevant countries for the issuance of birth certificates to parents of children of concern, registration and individual documentation for all women of concern.</p>			
<p>3. I have advocated both internally and externally for targeted action for the protection of women, children and persons affected by/ at risk of SGBV.</p>			
<p>4. I have reported to the HC, SMC and Steering Committee on the specific problems and protection gaps identified by the accountability framework, as relate to the protection of women, children and persons affected by/ at risk of SGBV.</p>			
<p>Did you conduct any other actions that you feel lead to meeting the overall objectives?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes, please explain what actions you have taken? Please also indicate verification sources such as APR, Standards & Indicators, etc.</p>			
<p>Good Practice: Do you have any examples of good practice in terms of your leadership and the enhancement of the protection of women, children, persons at risk/affected by SGBV or other discriminated groups?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes, please explain what actions you have taken?</p>			
<p>Optional: Any other comments in terms of challenges and personal reflections</p>			

Source:*Women and Sexual Gender Based Violence:*

Executive Committee Conclusions No. 39 (XXXXVI) 1985; No. 54 (XXXIX) 1988; No. 64 (XLI) 1990; No. 73 (XLIV) 1993; No. 98 (LIV) 2003; No. 99 (LV) 2004; No. 100 (LV) 2004; No. 102 (LVI) 2005; and No. 105 (LVI) 2006
UNHCR's 5 Commitments to Refugee Women, 2001
Guidelines for Gender-based Violence Interventions in Humanitarian Settings, September 2005
Agenda for Protection, Goal 6
Guidelines on International Protection, May 2002
UNHCR's Code of Conduct
UN Secretary General's Bulletin on Special measures for protection from sexual exploitation and sexual abuse October 2003
Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)
UN Security Council Resolution 1325 on Women, Security and Peace

Children:

Agenda for Protection, Goals 1, 3, 4, 5, 6
Convention on the Rights of the Child and Optional Protocols, specifically art. 28 and 29
Refugee Children: UNHCR's Guidelines on Protection and Care
Security Council Resolution 1460 on Children and Armed Conflict, 2003
UNHCR Guidelines on Formal Determination of the Best Interests of the Child - Provisional Release (IOM/038/2006-FOM/038/2006)
UNHCR's 5 Global Priority Issues for Refugee Children
Decision on the Five Global Priorities for Refugee Children 36th Standing Committee Meeting , June 2006

Deputy High Commissioner

Overall Result: A. Age, Gender and Diversity Mainstreaming All UNHCR operations base their protection and programme planning, design, implementation, monitoring, evaluation and follow up action on participatory assessment with men, women, girls and boys and on age, gender and diversity analysis using a rights and community based approach.			
Required Actions:	Fully Partially Not at all	If fully, please provide examples	Constraints: ¹¹
1. Results Based Management system incorporates participatory assessment findings by age and sex and tracks age, gender and diversity budgeting.			
2. I have ensured that the resource allocation process adequately responds to and prioritizes participatory assessment findings and age, gender and diversity analysis. This is reflected in budget allocations to mainstreaming and targeted actions through application of the rights and community based approach.			
3. I have ensured that the NGO Unit proactively works with NGOs and UNHCR in HQ to support the age, gender and diversity mainstreaming process and targeted action.			
PROCESS REQUIREMENTS: <ul style="list-style-type: none"> Policy level: Develop understanding and lobby for NGO support of UNHCR's age, gender and diversity mainstreaming strategy and of rights and community based approaches during annual consultations and other meetings. Operational level: Encourage a joint participatory approach in the field, including at participatory assessment, planning, implementation and evaluation levels. 			
4. In my meetings with donors, governments and NGOs, I advocate for the need to resource gaps in the protection of children , including adolescents, women and persons affected by and/or at risk of SGBV and other discriminated groups identified in the participatory assessments.			
5. I have ensured that the Global Strategic Objectives include the mainstreaming of participatory assessment, age, gender and diversity analysis, the protection and care of refugee children, women, persons affected by and/or at risk of SGBV and other discriminated groups and that progress is assessed and reported on annually.			
6. I have reported to the HC on the progress in these areas.			
Did you conduct any other actions that you feel lead to meeting the overall objectives? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please explain what actions you have taken? Please also indicate verification sources such as APR, Standards & Indicators, etc.			
Good Practice: Do you have any examples of good practice in terms of your leadership and the enhancement of the protection of women, children, persons at risk/affected by SGBV or other discriminated groups? <input type="checkbox"/> Yes <input type="checkbox"/> No If yes, please explain what actions you have taken?			
Optional: Any other comments in terms of challenges and personal reflections			

¹¹ Select number & expand (under 50 words): **1:** Resources (Financial), **2:** Resources (Staffing), **3:** Security, **4:** Political Situation, **5:** Other: Please specify

Source:*Age, Gender and Diversity Mainstreaming:*

Instructions and Guidelines to UNHCR Field and Headquarters on Reporting, Implementation and Planning: 2005-2007 (IOM/78/05, FOM/77/05)
Executive Committee Conclusions No. 54 (XXXIX) 1988, No. 87 (L) 1999, No. 98 (LIV) 2003, No. 99 (LV) 2004, No. 100 (LV) 2004, No. 102 (LVI) 2005
Global Strategic Objectives
Agenda for Protection, Goal 3
Convention on the Rights of Persons with Disabilities
UNHCR's Code of Conduct

Women and Sexual Gender Based Violence:

Executive Committee Conclusions No. 39 (XXXVI) 1985; No. 54 (XXXIX) 1988; No. 64 (XLI) 1990; No. 73 (XLIV) 1993; No. 98 (LIV) 2003; No. 99 (LV) 2004; No. 100 (LV) 2004; No. 102 (LVI) 2005; and No. 105 (LVI) 2006
UNHCR's 5 Commitments to Refugee Women, 2001
Guidelines for Gender-based Violence Interventions in Humanitarian Settings, September 2005
Agenda for Protection, Goal 6
Guidelines on International Protection, May 2002
UNHCR's Code of Conduct
UN Secretary General's Bulletin on Special measures for protection from sexual exploitation and sexual abuse October 2003
Convention on the Elimination of All Forms of Discrimination Against Women (CEDAW)
UN Security Council Resolution 1325 on Women, Security and Peace

Children:

Agenda for Protection, Goals 1, 3, 4, 5, 6
Convention on the Rights of the Child and Optional Protocols, specifically art. 28 and 29
Refugee Children: UNHCR's Guidelines on Protection and Care
Security Council Resolution 1460 on Children and Armed Conflict, 2003
UNHCR Guidelines on Formal Determination of the Best Interests of the Child - Provisional Release (IOM/038/2006-FOM/038/2006)
UNHCR's 5 Global Priority Issues for Refugee Children
Decision on the Five Global Priorities for Refugee Children 36th Standing Committee Meeting , June 2006

High Commissioner

Overall Result:	A. UNHCR has an enabling organizational and operational environment that is conducive to achieving equitable outcomes for all UNHCR people of concern and gender equality.		
Required Actions:	Fully Partially Not at all	If fully, please provide examples	Constraints: ¹²
1. I have ensured that UNHCR's Vision, Corporate Strategy and Global Strategic Objectives include the mainstreaming of participatory assessment, age, gender and diversity analysis, the protection and care of refugee children, women, persons affected by and/or at risk of SGBV and other discriminated groups and that progress is assessed and reported on annually.			
2. I have called for an annual meeting with all Directors, AHCs and DHC to analyze global and regional trends as per the annual accountability framework compliance report and have reported on actions for improvement to Standing Committee.			
3. During my mission visits, I, with Representatives and Multi-functional teams, have reviewed the status of implementation of age, gender and diversity mainstreaming through application of the rights and community based approach and of targeted actions to protect the rights of children and youth, women and persons affected by/ and or at risk of SGBV through discussions with women, men, girls and boys of all ages and backgrounds.			
4. I will monitor implementation of targeted actions through meetings with children, women, men, older persons and other discriminated groups during my missions.			
5. I have advocated, internally and externally (with donors, within the UN system and with partners, including Governments) for resourcing for targeted actions and for mainstreaming the rights and community based approach.			
6. I have reported on the global progress made through the accountability framework to the Executive Committee and the SG.			
<p>Did you conduct any other actions that you feel lead to meeting the overall objectives?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes, please explain what actions you have taken? Please also indicate verification sources such as APR, Standards & Indicators, etc.</p>			
<p>Good Practice: Do you have any examples of good practice in terms of your leadership and the enhancement of the protection of women, children, persons at risk/affected by SGBV or other discriminated groups?</p> <p><input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>If yes, please explain what actions you have taken?</p>			
<p>Optional: Any other comments in terms of challenges and personal reflections</p>			

¹² Select number & expand (under 50 words): **1:** Resources (Financial), **2:** Resources (Staffing), **3:** Security, **4:** Political Situation, **5:** Other: Please specify

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